

2020 AGRI HR

 **AGRIBUSINESS**
HR REVIEW

2020 - 2021 CANADIAN DATA RELEASE | 14TH EDITION





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INTRODUCTION & KEY FINDINGS

The AgCareers.com AGRIBUSINESS HR REVIEW™ provides a range of human resource practices relevant to participating agribusinesses over the last twelve months within Canada. This fourteenth edition provides market knowledge, data and trends for 2020-2021.

The AGRIBUSINESS HR REVIEW™ involved contribution from 86 agribusiness companies. This information documents emerging industry trends and developments on a range of human resource management practices.

Topics covered include salary reviews, employee attrition, workforce trends, development, flexible staffing, bonus and incentive schemes, recruitment practices, and employer branding strategies. The information presented in this document was captured via direct communication with clients. The results are represented in both graphs and tables to best capture and display the information. This document provides the key findings, analysis commentary and detailed results from the collated Agribusiness HR REVIEW data.

Contributor Profile:

The demographics of 86 agribusiness companies participating in the online HR REVIEW for the fourteenth edition are detailed below in the following charts:

- Diagram 1.0 – Illustrates the company's industry sectors
- Diagram 1.1 – Illustrates the participating companies by headquarters
- Diagram 1.2 – Illustrates the company revenue range provided
- Diagram 1.3 – Illustrates the company type
- Diagram 1.4 – Illustrates the number of people employed by the company
- Diagram 1.5 – Illustrates the ratio of HR Staff to Employees

DIAGRAM 1.0 | CONTRIBUTING COMPANIES BY SECTOR

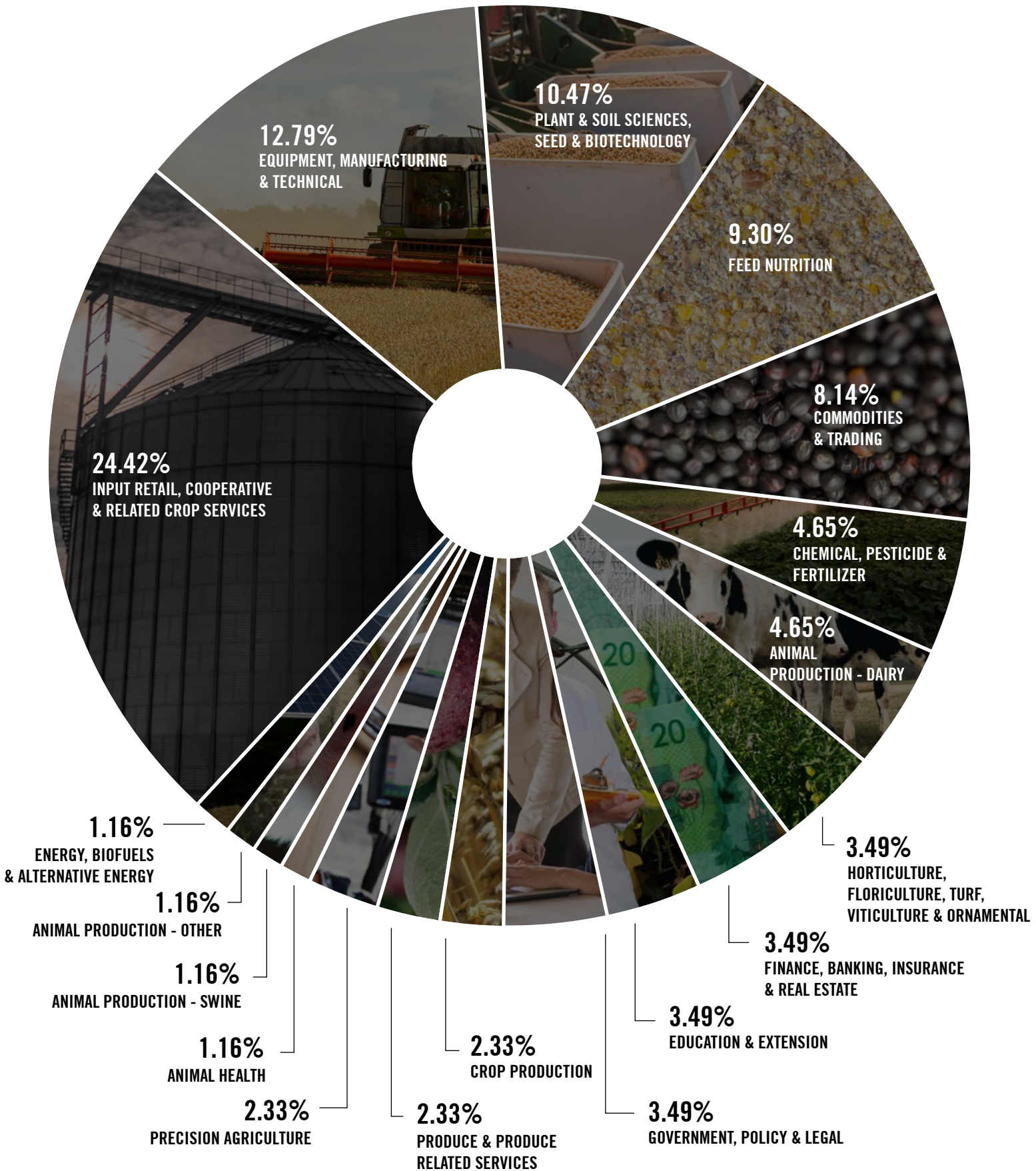
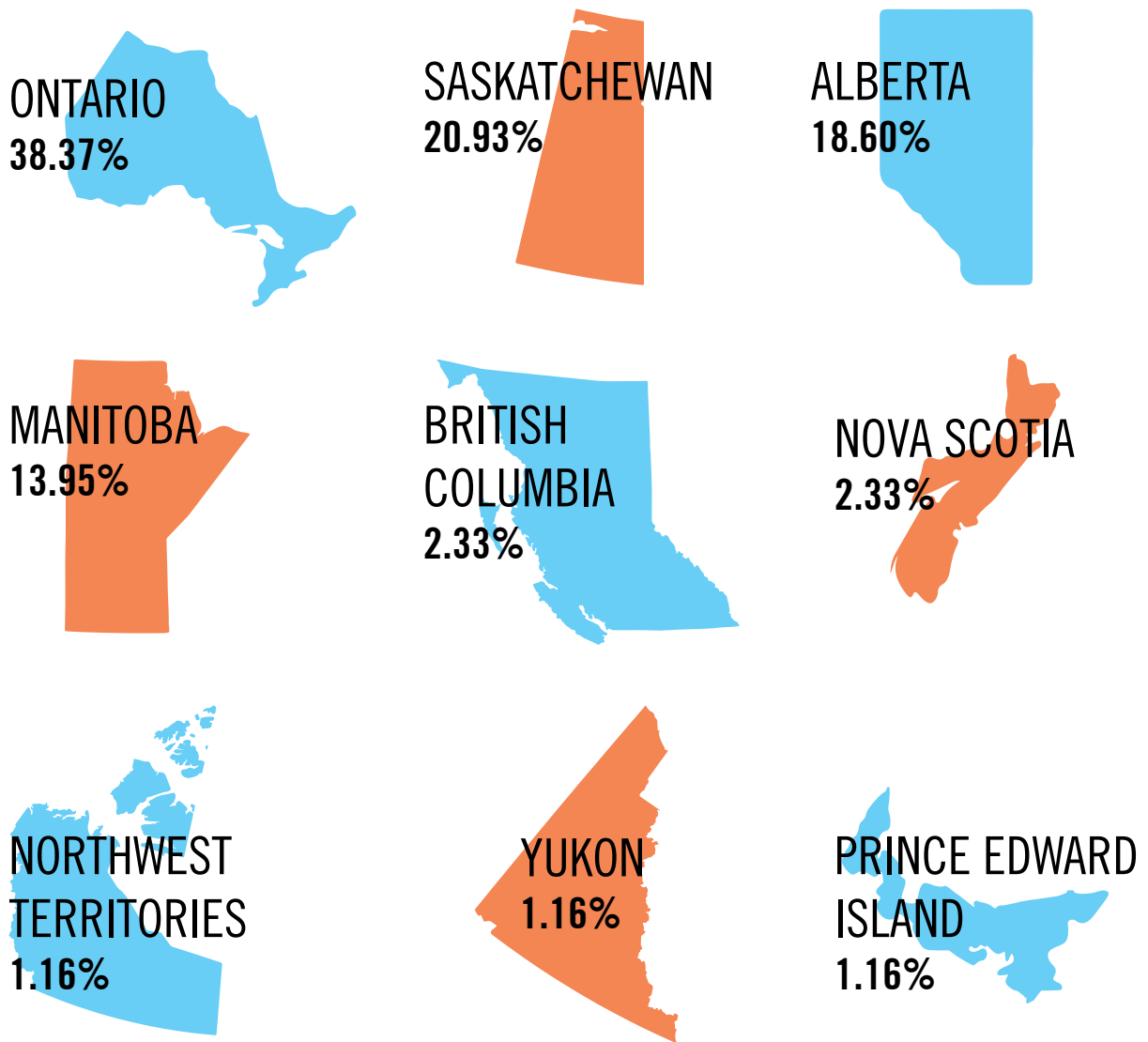


DIAGRAM 1.1 | CONTRIBUTING COMPANIES BY COMPANY HEADQUARTERS



**Newfoundland, New Brunswick, Nunavut & Quebec not represented here*

DIAGRAM 1.2 | CONTRIBUTING COMPANIES BY REVENUE RANGE

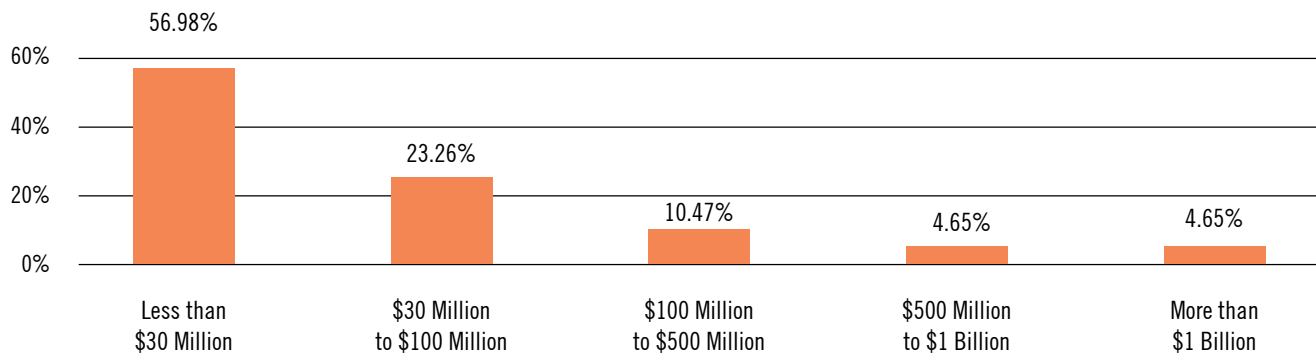
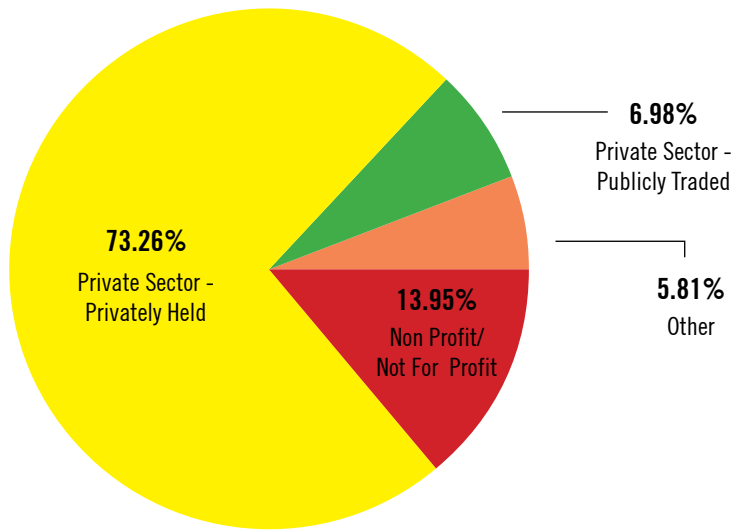


DIAGRAM 1.3 | CONTRIBUTING COMPANIES BY COMPANY TYPE



*0.00% for Public Sector/Government

DIAGRAM 1.4 | CONTRIBUTING COMPANIES BY TOTAL NUMBER OF EMPLOYEES

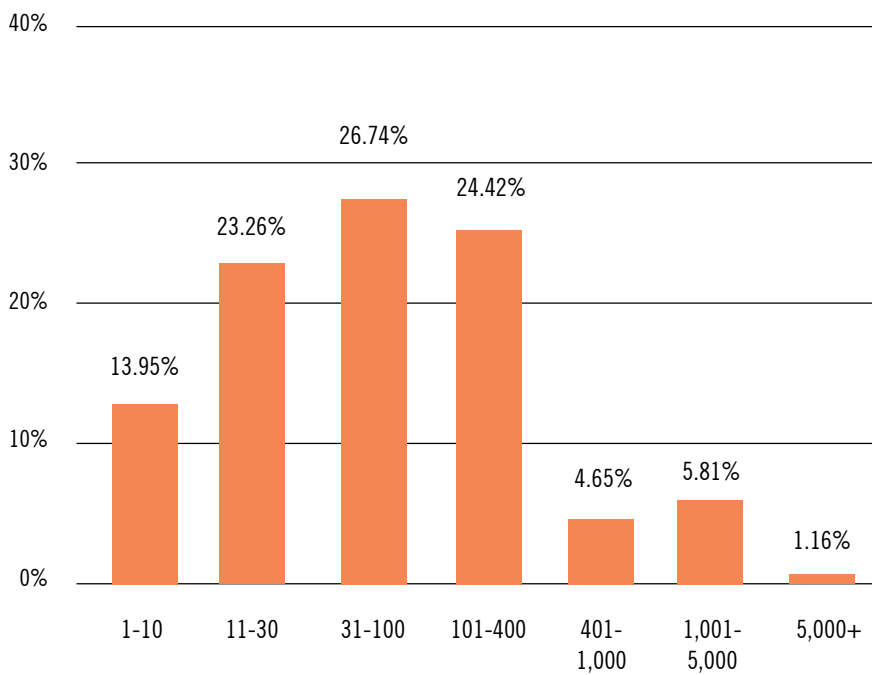
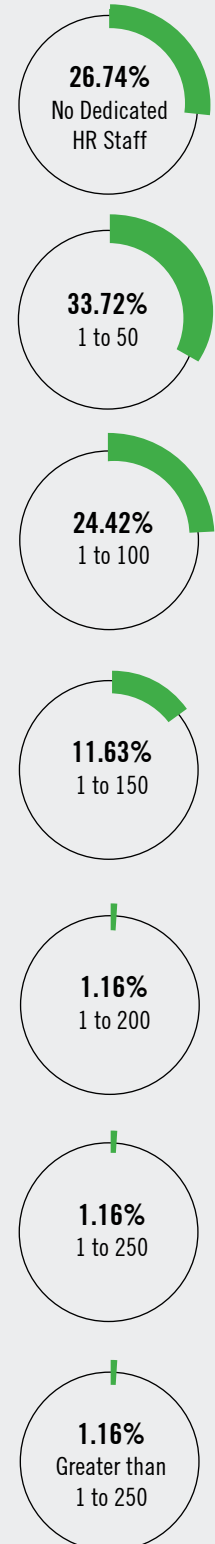


DIAGRAM 1.5 | CONTRIBUTING COMPANIES BY RATIO OF HR STAFF TO EMPLOYEES



KEY FINDINGS

COMPETITION FOR TALENT

Competition for talent remains the top challenge cited by HR professionals (45.35%).

Competition for talent (68.42%) was noted as the second top reason employers will do more graduate recruitment.

SALES POSITIONS REMAIN IN HIGH DEMAND

Sales roles were noted as both the most difficult level of role to fill (41.86%) and type of role to fill (46.51%).

One third of organizations have a difficult time filling hourly level roles and technical type roles.

EMPLOYEE RETENTION EFFORTS

41.86% of organizations will focus on retention efforts in 2021 as part of their talent strategy.

Retention was also ranked 4th among top HR concerns for the year.

FOCUS ON COMPANY CULTURE

A positive work culture (73.26%), was noted as the top method employers utilize to compete for talent.

The top method for maintaining or improving a positive company culture was providing an opportunity for employees to use skills and abilities (77.91%).

CONSISTENT SALARY INCREASES

Employers did not make changes to their salary administration due to COVID-19 (83.72%) in 2020.

In the next twelve months, 72.09% of companies plan on some or all staff receiving a salary increase.

SOCIAL MEDIA PRESENCE

Social media continues to be a popular method to support recruitment efforts as 62.79% of companies report using it.

Facebook was reported as the most common social media site for recruitment (72.22%), followed by LinkedIn (70.37%).



ANALYSIS

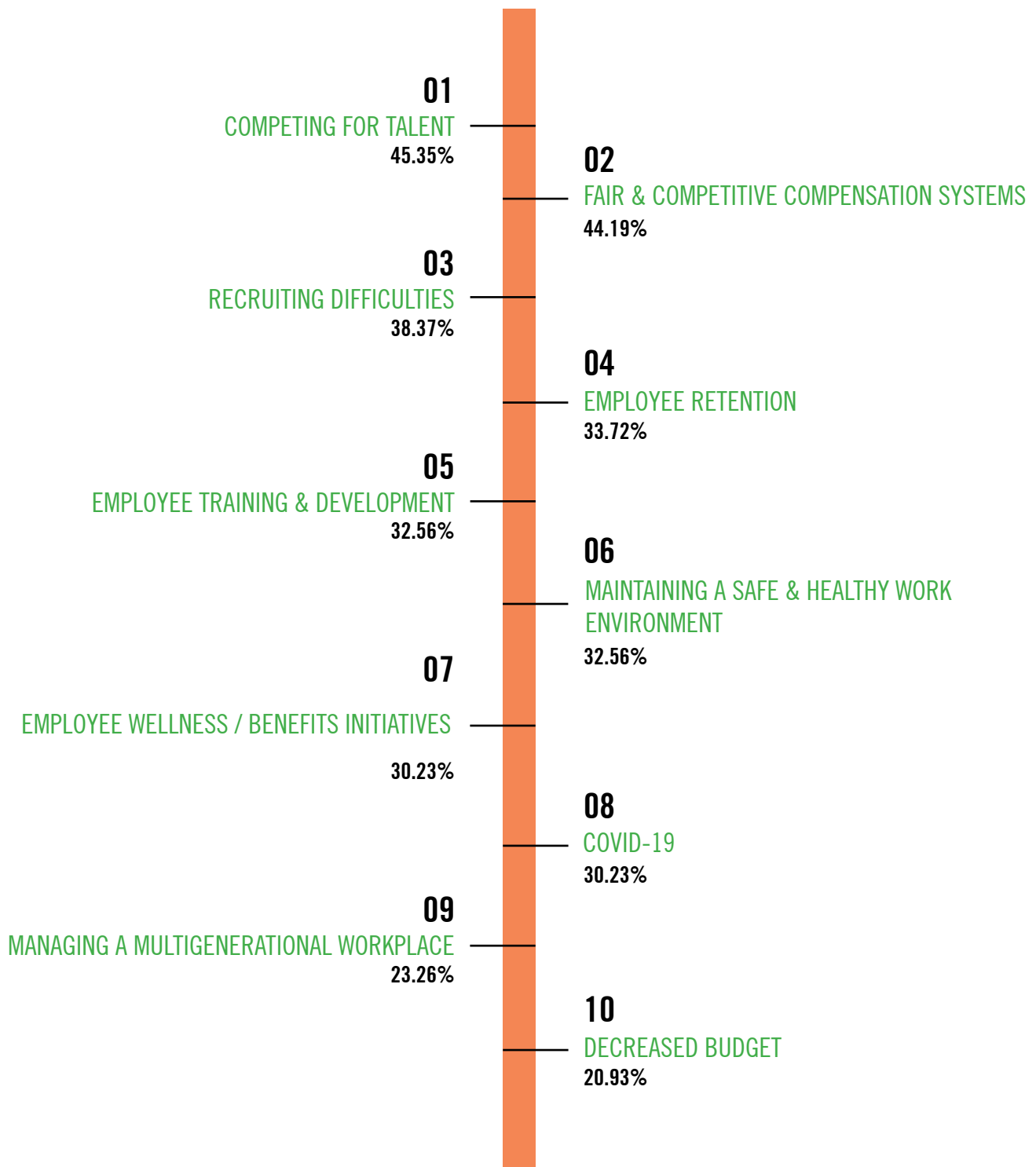
This section analyzes the online HR REVIEW survey results and documents trends within the agribusiness industry. The AGRIBUSINESS HR REVIEW analysis includes the following topics:

- Today's HR Challenges
- Salaries and Salary Reviews
- Employee Attrition
- Workforce
- Development
- Flexible Staffing
- Bonus & Incentive Schemes
- Recruitment Practices
- Employer Branding Strategy

1. TODAY'S HR CHALLENGES

Human resources professionals across Canada reported that competing for talent (45.35%) is their biggest challenge, followed closely by fair and competitive compensation systems (44.19%). Other areas that were top of mind were recruiting difficulties (38.37%) and employee retention (33.72%). See the top ten noted concerns in figure 2.0 (next page).

DIAGRAM 2.0 | TOP TEN MOST CONCERNING HUMAN RESOURCE MATTERS



**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

2. SALARY REVIEWS

Frequency of Reviews

Organizations reported varied salary review schedules. Of the eighty-six agribusiness companies participating in the Agribusiness HR review, 95% conducted salary reviews. An annual schedule for conducting salary reviews was the most commonly reported frequency (79.07%) as shown in Diagram 2.1.

The months in which salary reviews were conducted varied between companies, and some conducted reviews year-round. The most common month to review salaries was December (23.17%) and the most common month for implementing increases salaries was also reported as January (31.71%). Diagram 2.2 displays the popularity by month for completed salary reviews and increases.

DIAGRAM 2.2 | MONTHS SALARIES REVIEWED/IMPLEMENTED

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

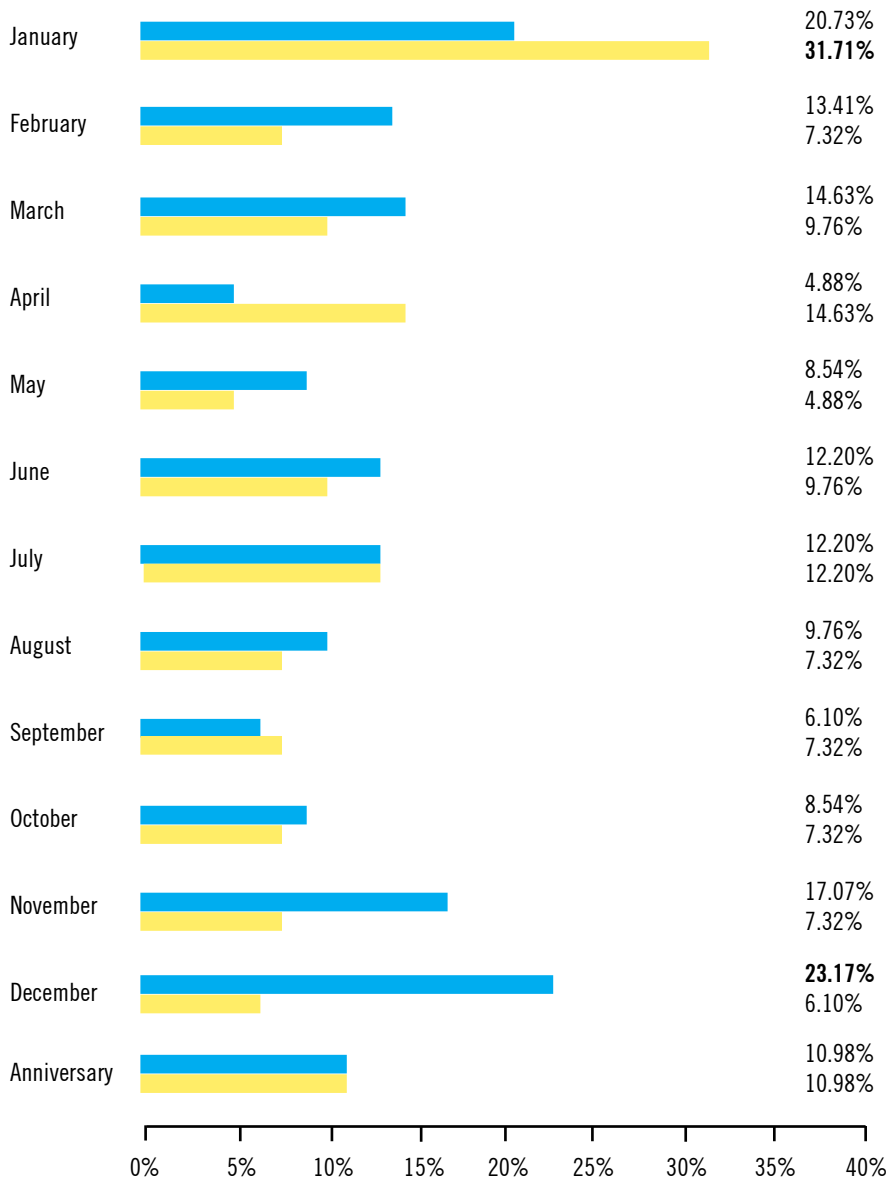
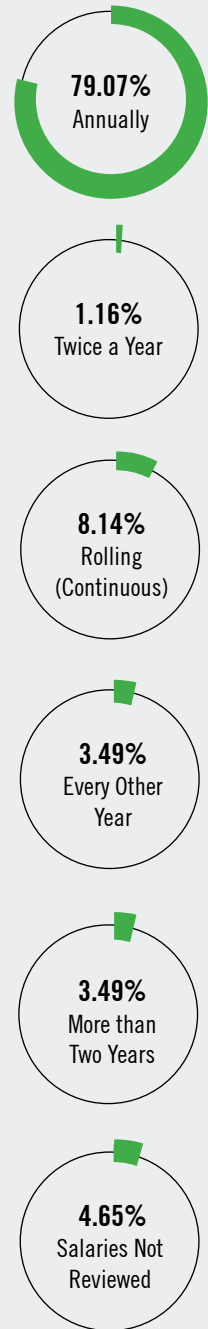


DIAGRAM 2.1 | FREQUENCY OF SALARY REVIEWS



■ Salaries Reviewed
■ Salaries Implemented

**7.32% said "No Response" regarding Salaries Reviewed. 4.88% said "No Response" regarding Increases Implemented.*

Administration of Salary Increases

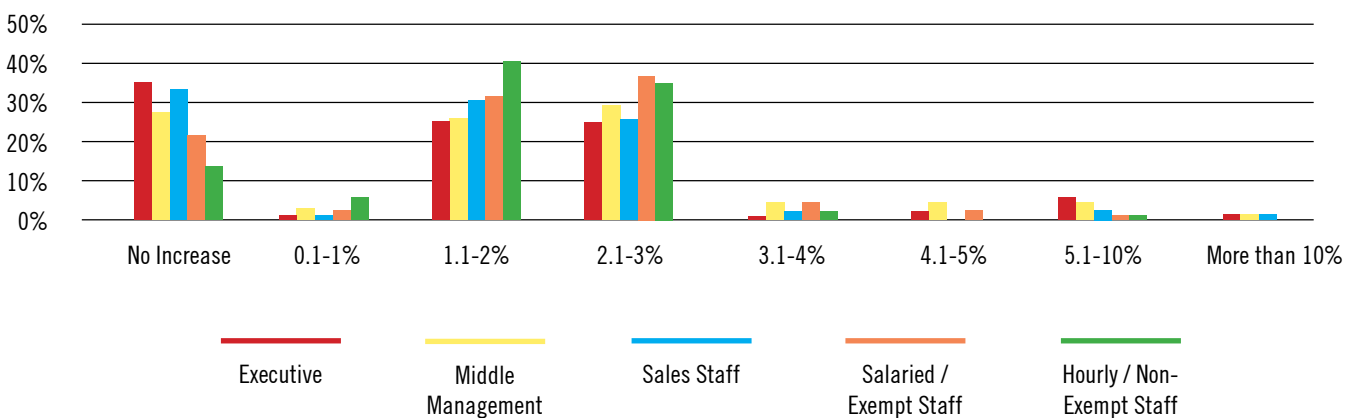
There are a variety of methods a company may use to administer salary increases. The most common approach was to allocate the same increase/no increase to all performers (36.05%). Companies also were likely to allocate a larger portion of salary increases budget to high performers (31.40%).

Salary Increases in Previous 12 Months

During the last 12 months, salaries were increased by the majority of agribusiness companies (83.72%). Of those that increased salaries, the predominant average increase received by employees for 2019-2020 was 2.1% to 2.5%, (29.17%).

Salary increases per role were slightly varied. Although 34.72% of companies reported that executive level employees received no increase, 26.39% also stated they would expect an increase of 1.1-2% or 2.1-3%. Middle management and salaried staff also were reported to have received a 2.1-3.0% increase, while hourly staff and sales staff received 1.1-2%. Diagram 2.3 displays the percentage of increase received by each employee category.

DIAGRAM 2.3 | SALARY INCREASES PER ROLE



Budgeted Salary Increases

Overall, most staff are likely to receive a salary increase in the next 12 months (72.09%). In 2020, there was a decrease in the percentage of companies who indicated some staff will receive a salary increase and an increase of those who anticipate no increase for some staff. Diagram 2.4 shows the variation in the likelihood of salary increases over the past five years.

DIAGRAM 2.4 | LIKELIHOOD OF SALARY INCREASES IN NEXT 12 MONTHS

	2015	2016	2017	2018	2019	2020
Yes, all staff	51.06%	38.89%	31.91%	44.44%	30.00%	32.56%
Yes, some staff	29.79%	42.59%	53.19%	42.59%	54.29%	39.53%
No	19.15%	18.52%	14.89%	12.96%	15.71%	27.91%

In 2020, the majority basis for salary calculations was base salary (79.03%) followed by Total Cash (Base Salary + Performance Pay) (17.74%).

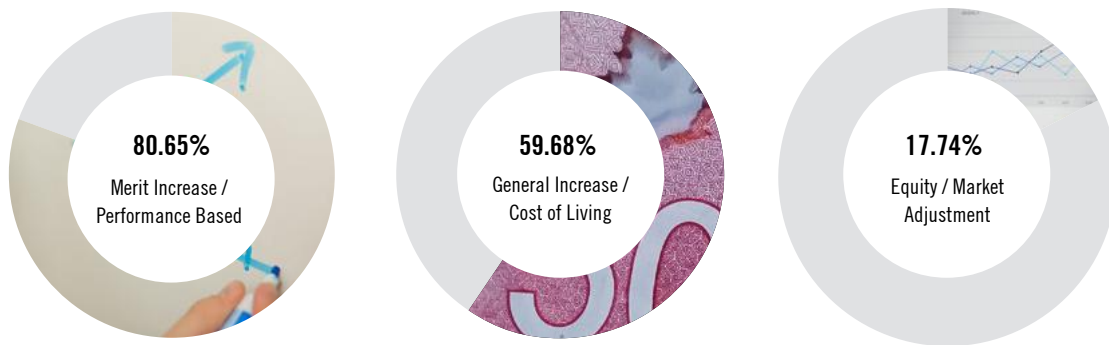
The leading range budgeted salary increase for agribusinesses in 2021 is 2.1% to 2.5% (27.42%). Increase levels for 2020 were also most commonly reported between 2.1-2.5% (27.42%). Diagram 2.5 details the average salary increases for 2020 vs. the budgeted salary increase for 2021.

DIAGRAM 2.5 | AVERAGE SALARY INCREASE (2020) VS. BUDGET (2021)

	Increases Received 2020	Increases Budgeted 2021
0.1%-0.5%	1.39%	6.45%
0.6%-1.0%	6.94%	8.06%
1.1%-1.5%	16.67%	11.29%
1.6%-2.0%	23.61%	24.19%
2.1%-2.5%	29.17%	27.42%
2.6%-3.0%	12.50%	17.74%
3.1%-3.5%	1.39%	0.00%
3.6%-4.0%	2.78%	3.23%
4.1%-4.5%	1.39%	0.00%
4.6%-5.0%	2.78%	1.61%
More than 5%	1.39%	0.00%

Diagram 2.6 demonstrates the types of salary increases distributed. Overall, salary increases were largely based on merit/performance-based increases (80.65%), similarly 59.68% were based on general increase/cost of living.

DIAGRAM 2.6 | TYPES OF SALARY INCREASES DISTRIBUTED



*Other: 1.61%

**Percentages do not total 100%. Respondents were allowed to select more than one response.

Compensation Studies

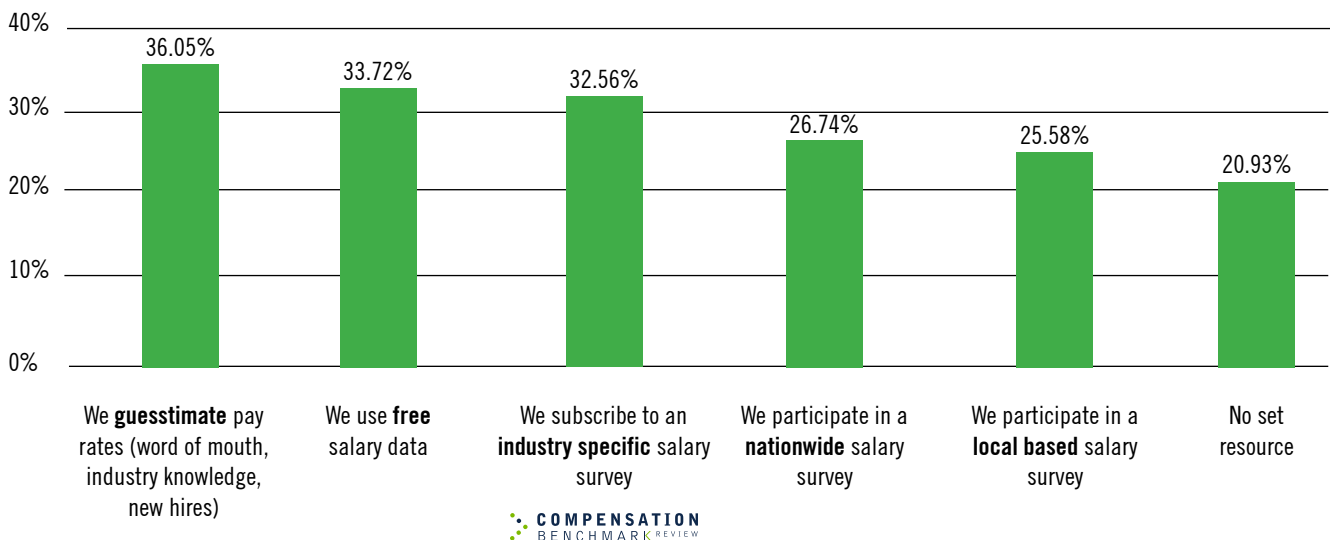
Overall, 25.58% of participants performed a compensation study in the past 12 months. Diagram 2.7 demonstrates the last time a compensation study was performed in the organization.

DIAGRAM 2.7 | LAST COMPENSATION STUDY PERFORMED

	2015	2016	2017	2018	2019	2020
In the past 6 months	17.02%	20.37%	23.40%	7.41%	12.86%	11.63%
In the past 12 months	29.79%	27.78%	25.53%	37.04%	15.71%	25.58%
Two years ago	6.38%	7.41%	6.38%	9.26%	12.86%	11.63%
More than two years ago	8.51%	11.11%	19.15%	11.11%	15.71%	13.95%
Never have	19.15%	20.37%	14.89%	12.96%	20.00%	18.60%
N/A or unsure	19.15%	12.96%	10.64%	22.22%	22.86%	18.60%

Companies reported benchmarking salary data from the following types of surveys: guesstimated data (36.05%), free salary surveys (33.72%), industry specific salary surveys such as AgCareers.com's COMPENSATION BENCHMARK REVIEW™ (32.56%), local salary survey (25.58%) and nationwide salary surveys (26.74%). It was also reported by 20.93% of participants, that they use no set resource. Diagram 2.8 demonstrates the various sources utilized for salary reviews.

DIAGRAM 2.8 | SOURCE OF SALARY DATA FOR BENCHMARKING



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

3. EMPLOYEE ATTRITION

Employee Turnover Rates

Employee turnover rates varied greatly among participating organizations. 69.765% reported turnover of 10.0% or less, 16.27% reported turnover of 10.1-20.0%, and 13.95% reported turnover of more than 20.1%.

Voluntary versus Involuntary Turnover

Diagram 2.9 compares voluntary turnover rates for agribusiness companies within the past X years. Overall, turnover levels have remained similar, though in 2020 the percentage of employees who have reported that the majority of their turnover is voluntary increased 13.56%. Voluntary turnover rates were reported as a percentage of turnover as a whole.

DIAGRAM 2.9 | VOLUNTARY TURNOVER

Percentage of Turnover Identified as Voluntary	2015	2016	2017	2018	2019	2020	Description
None	2.56%	2.22%	4.76%	9.26%	1.59%	2.70%	All involuntary
1-20%	23.08%	37.77%	42.86%	37.04%	34.92%	27.03%	Few chose to leave
21-40%	5.12%	13.33%	2.38%	3.70%	11.11%	4.05%	Less than half chose to leave
41-60%	10.26%	8.88%	4.76%	7.41%	7.93%	8.11%	Half chose to leave
61-80%	30.77%	13.33%	21.43%	18.52%	17.46%	17.56%	More than half chose to leave
81-100%	28.21%	24.44%	23.81%	24.07%	26.98%	40.54%	Majority chose to leave

Replacement Time Frame

The number of weeks it takes to replace employees varied by position and level of accountability. As predicted, executive roles took greater than 12 weeks to be filled. Middle management roles reported that roles took between 4-8 weeks to fill. Sales staff reported slightly less time with 16.28% reporting 4-6 weeks and 23.26% reported that salaried roles were most likely to take 6-8 weeks, while hourly roles reported 2-4 weeks. Diagram 2.10 (next page) exhibits the average time for replacing employees.

DIAGRAM 2.10 | AVERAGE REPLACEMENT TIME FRAME

Replacement Time	Executive	Middle Management	Sales Staff	Salaried / Exempt Staff	Hourly / Non-Exempt Staff
Less than 2 weeks	0.00%	0.00%	0.00%	1.16%	12.79%
2-4 weeks	3.49%	5.81%	8.14%	18.60%	29.07%
4-6 weeks	4.65%	13.95%	16.28%	20.93%	20.93%
6-8 weeks	9.30%	13.95%	11.63%	23.26%	10.47%
8-10 weeks	5.81%	11.63%	10.47%	9.30%	4.65%
10-12 weeks	6.98%	8.14%	5.81%	8.14%	1.16%
>12 weeks	25.58%	12.79%	12.79%	3.49%	1.16%
Unable to Fill	1.16%	1.16%	3.49%	0.00%	2.33%
N/A	43.02%	32.56%	31.40%	15.12%	17.44%

4. WORKFORCE

Employee Satisfaction

The practice of measuring employee satisfaction and engagement can help to keep pulse of the organization. In 2020, 53.49% reported they measure employee satisfaction and engagement and of those, 67.39% measure engagement each year. Participants also indicated that 19.57% measure satisfaction more than every two years. The use of internal surveys was reported as the primary method (69.57%), followed by management review (41.30%).

Workforce Changes

Over the next two years, 39.53% of agribusiness companies believed their workforce size would increase, while 55.81% thought it would stay the same. Participants anticipate that the increase will be largely from growth strategy (67.65%) and natural growth (50.00%).

Diagram 2.11 (next page) displays the variation in outlook over the previous five years.

DIAGRAM 2.11 | WORKFORCE SIZE CHANGES IN THE NEXT TWO YEARS

	2015	2016	2017	2018	2019	2020
Increase	46.81%	68.52%	53.19%	57.41%	47.14%	39.53%
Decrease	6.38%	29.63%	40.43%	5.56%	4.29%	4.65%
Stay the Same	46.81%	1.85%	6.38%	37.04%	48.57%	55.81%

Anticipated Job Openings

In the next 12 months, 88.24% of companies stated they expect to fill 1 to 10 job openings.

Exit Interviews

Of the agribusiness companies responding, 79.07% stated they conducted exit interviews with employees.

Female Workforce

Survey participants were asked, has the proportion of female employees within your workforce grown over the past five years. Of those participating, 47.67% indicated the proportion of female employees has grown, while 31.40% indicated it has not increased in the past five years.

Diagram 2.12 illustrates the responses, showing relatively consistent responses, showing relatively consistent assumptions about their female workforce over the previous five years.

DIAGRAM 2.12 | FEMALE WORKFORCE

Has the proportion of female employees within your workforce grown over the past five years?

	2015	2016	2017	2018	2019	2020
Yes	48.94%	50.00%	55.32%	61.11%	55.71%	47.67%
No	29.79%	31.48%	34.04%	24.07%	21.43%	31.40%
Unsure	21.27%	18.52%	10.64%	14.81%	22.86%	20.93%

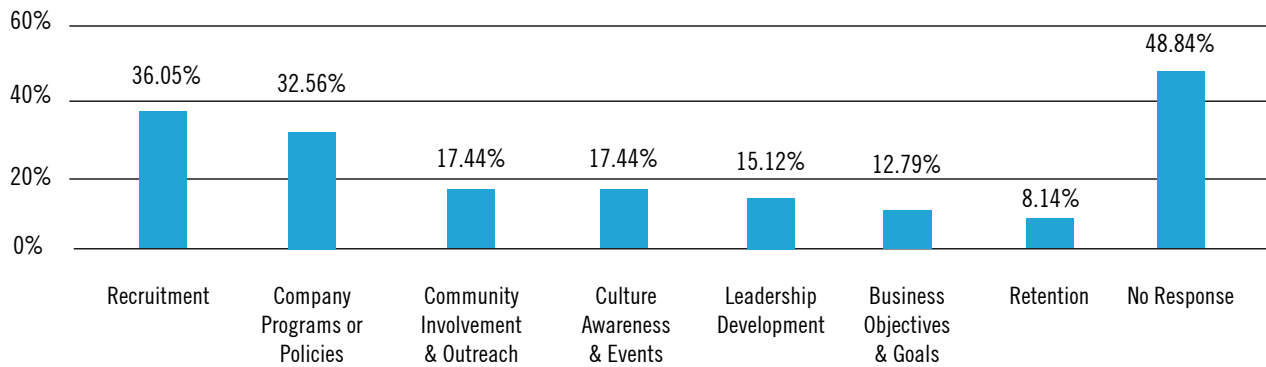
Overtime

Overall, employers reported employee overtime has stayed the same (69.77%) during the last 12 months. In addition, 18.60% of participants reported decreased overtime in 2020, while 11.63% report increased overtime.

Diversity

HR staff were most commonly cited as responsible for diversity and inclusion strategies among 45.35% of companies, while 30.23% had no dedicated staff. Companies reported that there was an intentional diversity/inclusion element within the recruiting 36.05%, company programs or policies (32.56%) and 48.84% reported there was not a designated element or focus. Diagram 2.13 (next page) displays additional areas with a diversity/inclusion element.

DIAGRAM 2.13 | AREAS OF DIVERSITY / INCLUSION ELEMENT OR FOCUS



*3.49% said "Other"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

5. DEVELOPMENT

Onboarding

Onboarding programs were reported by 68.60% of the participating companies. Of those with an onboarding program, 74.58% of companies indicated their onboarding program has a duration of less than 30 days. In addition to orientation, various other methods of onboarding were reported such as: utilizing hands-on training (88.37%), online/e-learning (55.81%), job shadowing (51.16%), structured staff introduction/networking program (39.53%), cross training (34.88%), and computer-based training 33.72%.

Training Expenditures

Participating companies determine the amount spent on training for employees on an as needed basis, according to 83.72%. The average spent on training per employee was \$1,552.38.

Staff Development & Training

For staff development and training, most employers use:

1. Financial assistance (for external study/tuition) 62.79%
2. Mandatory training 47.67%
3. Certificate Courses 46.51%
4. Orientation/induction 45.35%
5. Cross training 45.35%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

When asked about career advancement policy initiatives, 41.86% of participants have succession planning in place followed by apprenticeships (16.28%) and traineeships (10.47%). It was found that 50.00% of companies have no initiatives in place.

Motivation for Employees

To keep employees challenged and productive in their roles, 70.93% of respondent's bonus incentives in place. Other approaches to motivate employees show 53.49% have training and development, and remuneration (51.16%). Diagram 2.14 illustrates the popularity of various motivational approaches for employees.

DIAGRAM 2.14 | MOTIVATIONAL APPROACHES FOR EMPLOYEES



*6.98% said "None"

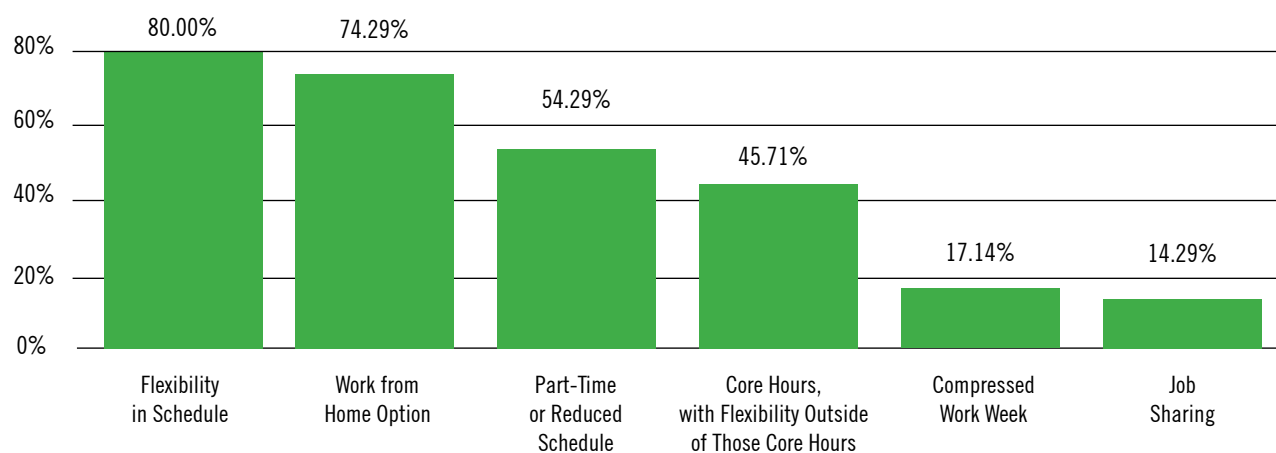
**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

6. FLEXIBLE STAFFING

Methods Commonly Used

Overall, 40.70% of companies offered employees an option of flexible work arrangements. Flexibility in schedule was the most common approach among agribusiness companies (80.00%). Companies also implemented work from home options (74.29%), and part-time or reduced schedules (54.29%). Diagram 2.15 illustrates the approaches of flexible working arrangements that are commonly used.

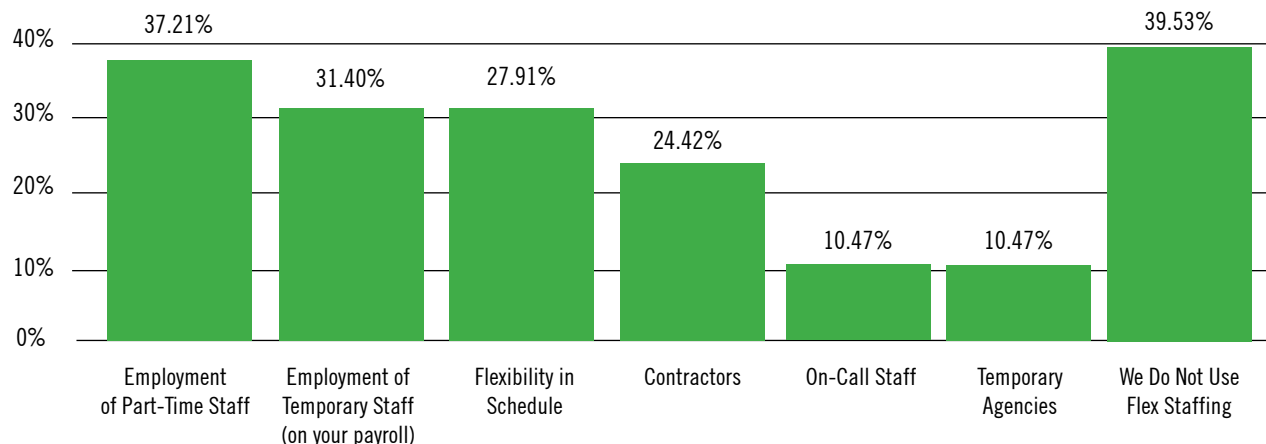
DIAGRAM 2.15 | FLEXIBLE WORK ARRANGEMENTS



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

In order to meet staffing needs throughout the year, companies deployed various strategies. Part-time staff were the go-to for 37.21% of employers, employment of temporary staff (31.4%), flexibility in schedule for 27.91%. Diagram 2.16 displays the prevalence of flex staffing tactics utilized by employers.

DIAGRAM 2.16 | FLEX STAFFING APPROACHES



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Temporary / Contract Staff

Agribusiness companies employ temporary/contract staff most commonly between 3 to 9 months per year according to 34.88%, closely followed by less 32.56% stating less than 3 months per year and 26.74% who said they do not employ temporary/ contract staff. The expected trend was for the use of temporary/contract staff to stay the same in the next year (79.07%).

Skilled Seasonal Workers

Skilled seasonal staff were utilized by 34.88% of companies, typically from 3 to 6 months of the year (50.00%).

7. BONUS & INCENTIVE SCHEMES

Performance Reward System

Staff performance is linked to a reward for 72.09% of participants, while 27.91% said performance was not. Overall, a performance system was noted as in place by 69.35% of participants.

Bonuses Awarded

In 2020 31.40% of the companies responding indicated that more than 91% of all employees received a bonus in the last financial year, up from 22.86% in 2019. Overall 15.12% of employers stated that no employees from their organization received a bonus in the last financial year, as compared with 12.86% in 2019.

Reward Types & Factors

The majority of employees in all classifications (62.90%+) were reported as being eligible for bonus / incentive rewards from the responding companies. Profit share as a performance reward was a notable but far less common incentive for each classification. Sales staff were more likely to receive commission (24.19%), while executives were more likely to receive share/stock options and long-term incentives. 29.03% of hourly/non-exempt staff received no performance reward. Diagram 2.17 illustrates these findings.

DIAGRAM 2.17 | TOP STAFF PERFORMANCE REWARDS

	Bonus/ Incentive	Profit Share	Commission	Share/Stock Options	Long Term Incentive	Other	No Performance Reward
Executive	72.58%	20.97%	1.61%	16.13%	17.74%	3.23%	12.90%
Middle Management	74.19%	9.68%	0.00%	8.06%	8.06%	4.84%	12.90%
Sales Staff	72.58%	11.29%	24.19%	4.84%	4.84%	3.23%	6.45%
Salary / Exempt Staff	70.97%	9.68%	3.23%	8.06%	4.84%	4.84%	14.52%
Hourly / Non- Exempt Staff	62.90%	4.84%	0.00%	4.84%	1.61%	3.23%	29.03%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

When asked for the factors on which performance rewards were based, individual performance (91.94%) and company performance (87.10%) were the top two reported. Over the past six years, company and individual performance have remained the top performance facts used by companies. Diagram 2.18 displays these findings.

DIAGRAM 2.18 | LIKELIHOOD OF SALARY INCREASES IN NEXT 12 MONTHS

	2015	2016	2017	2018	2019	2020
Individual Performance	72.22%	89.74%	94.44%	81.13%	88.89%	91.94%
Company Performance	86.11%	87.18%	80.56%	75.47%	80.00%	87.10%
Team Performance	50.00%	56.41%	44.44%	52.83%	37.78%	45.16%
Business Unit Performance	27.78%	28.21%	38.89%	32.08%	26.67%	25.81%
Company Values	8.33%	10.26%	25.00%	13.21%	17.78%	12.90%
Global Performance	5.56%	10.26%	0.00%	1.89%	8.89%	1.61%
Multiple Structures	0.00%	5.13%	2.78%	5.66%	8.89%	0.00%
Other (please specify)	0.00%	2.56%	0.00%	5.66%	0.00%	0.00%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Implementation

The majority of companies noted they implement a performance system on an annual basis (80.65%).

Core Objectives

Companies looked to accomplish many objectives through the use of performance rewards. Improving business performance was the top objective (72.58%), followed closely by achieving business objectives, enhancing individual performance (both 69.53%), and retaining top employees (59.68%).

8. RECRUITMENT PRACTICES

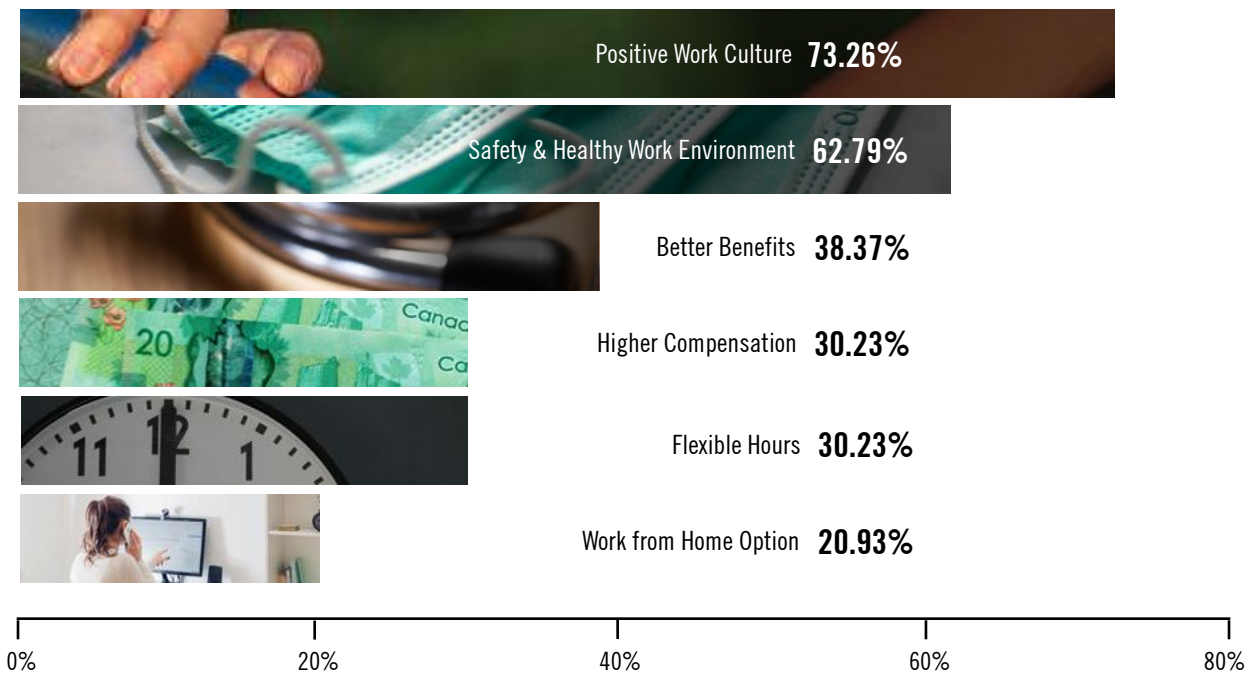
Recruitment Focus

During the upcoming year, companies noted they will focus on employee retention practices (41.86%), increasing employer branding efforts (37.21%), better candidate engagement (29.07%), and implementing a new applicant tracking system (15.12%). In addition, 32.56% of companies noted they would not be focusing on any of the listed recruitment practices.

Competing with Other Employers

In order to compete with other employers for talent, providing a positive work culture (73.26%), safe and healthy work environment (62.79%), better benefits (38.37%), higher compensation, and flexible hours (both 30.23%). Diagram 2.19 illustrates the top six strategies used by employers for talent competition.

DIAGRAM 2.19 | TOP 6 STRATEGIES TO COMPETE AGAINST OTHER EMPLOYERS



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

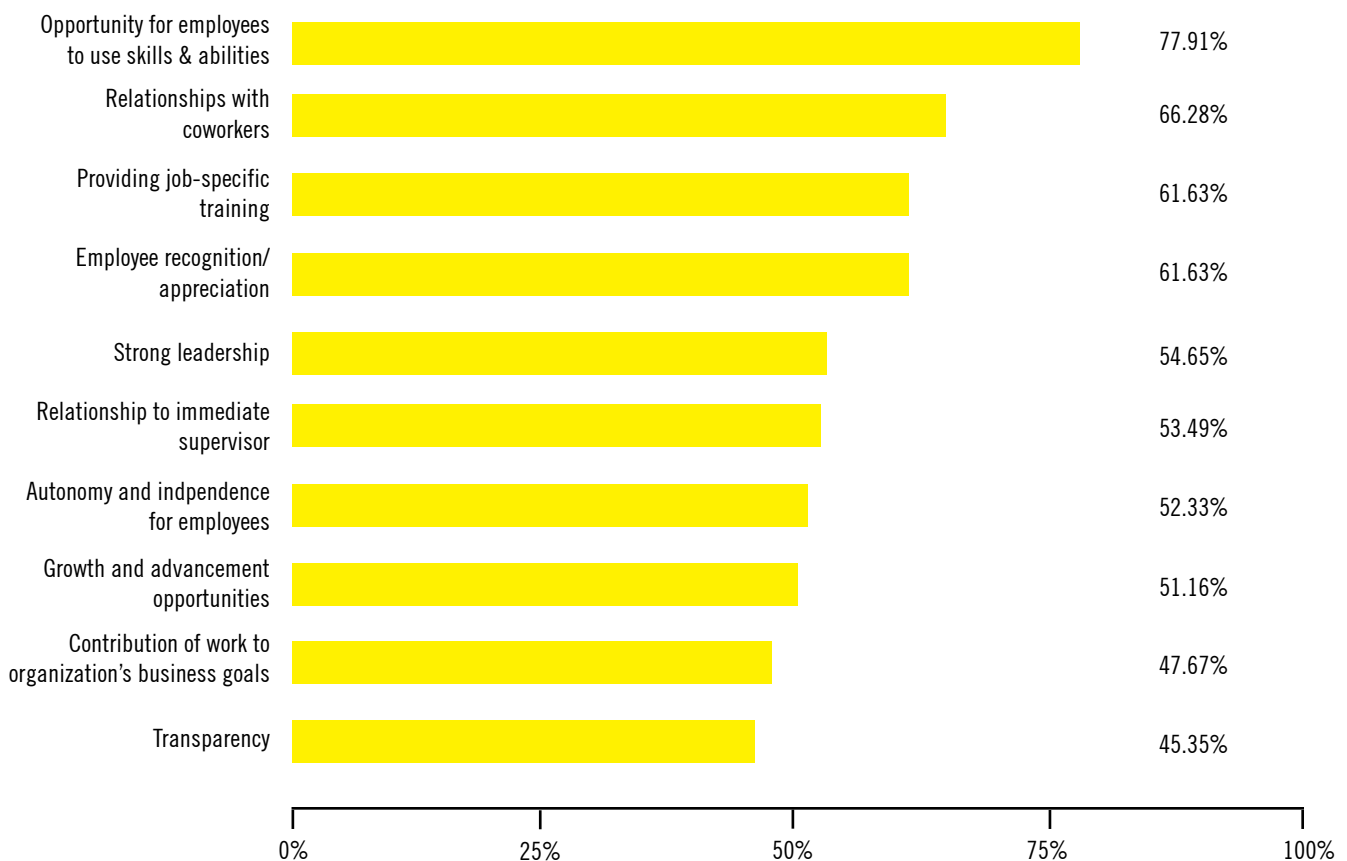
Benefit Enhancements

Better benefits have often been cited as a tactic used by employers to attract and retain talent. Roughly one in five participants noted they had made enhancements to their benefits program within the past year (17.47%) and 47.67% indicated their benefit program remained the same in the past year. In addition, 34.88% have not added to or enhanced benefit offerings within the past year.

Company Culture

Company culture ranked as a top method for competing against other employers. Companies utilized a variety of methods to maintain or improve company culture. The top method was reported as offering opportunities for employees to use skills and abilities (77.91%). Diagram 2.20 displays the ten top methods.

DIAGRAM 2.20 | TOP 10 METHODS TO MAINTAIN OR IMPROVE COMPANY CULTURE



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Reaching Prospective Applicants

The top 5 methods of attracting prospective applicants are:

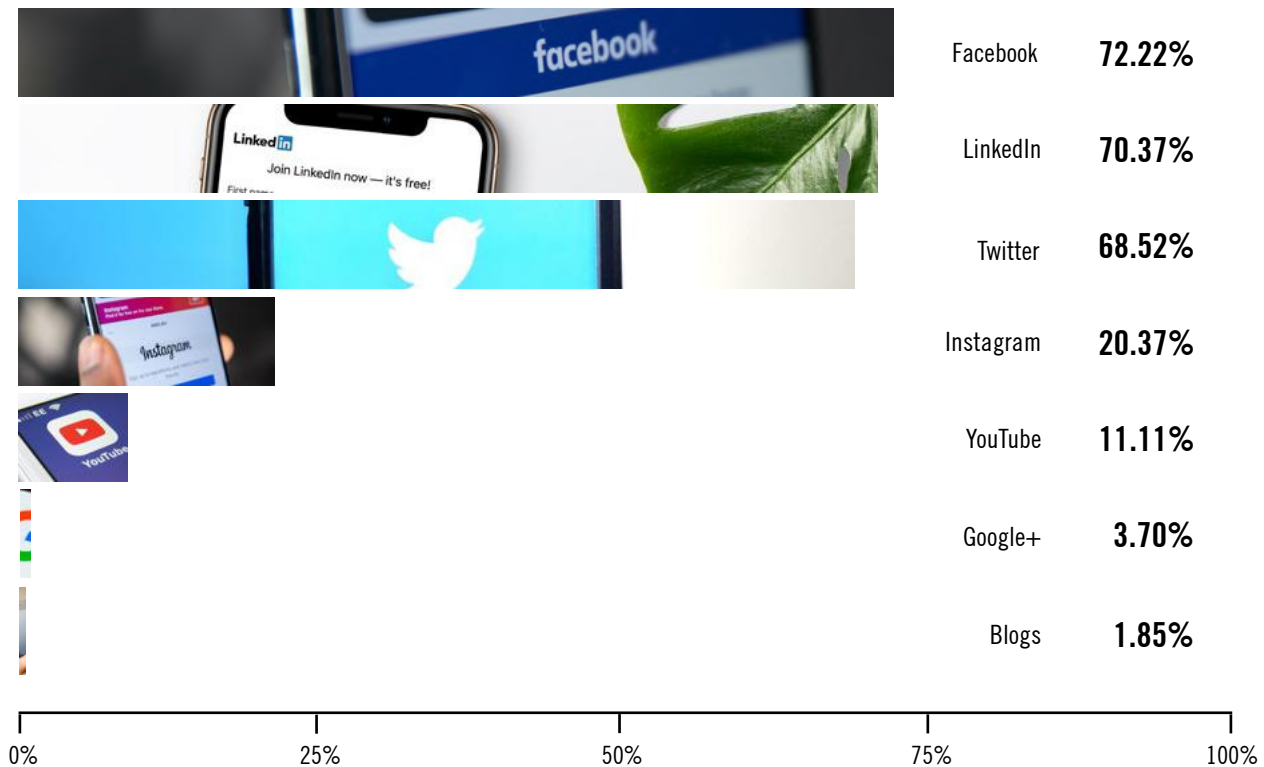
1. Employee Referrals & Networks 69.77%
2. General Online Job Boards (e.g. CareerBuilder.com) 61.63%
3. Industry Specific Job Boards (AgCareers.com) 53.49%
4. Corporate Website 52.33%
5. LinkedIn 38.37%

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

Social Media

Social media continues to be a popular method to support recruitment efforts as 62.79% of companies report they use the tool. Facebook was reported as the most common social media site for recruitment (72.22%). Diagram 2.21 displays the most popular social media tools utilized by participants.

DIAGRAM 2.21 | SOCIAL MEDIA TOOLS USED FOR RECRUITING



**1.85% said "other"*

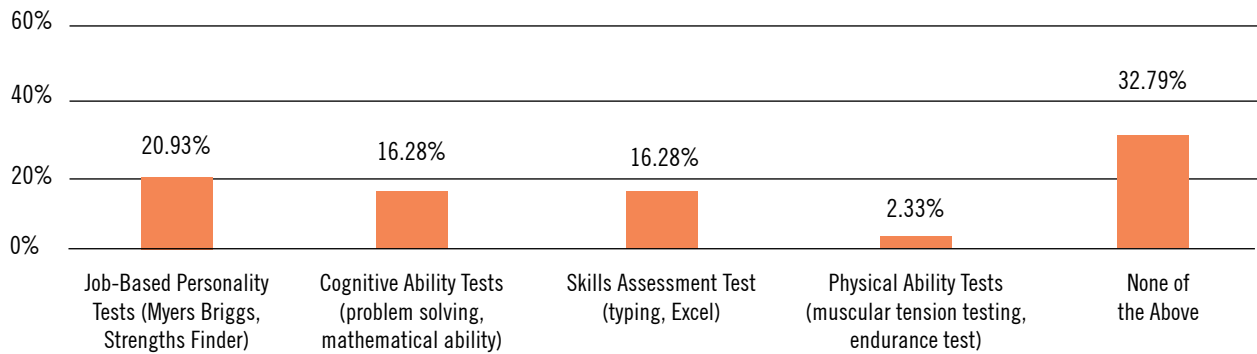
***Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

Selection Process

Reference checks were noted as the most commonly used pre-employment screening tool (90.70%), followed by social media screen (32.56%), and employment verification and a background check (both 30.23%).

Pre-hire assessments can help an employer determine the candidate's ability to perform the essential functions of a position. Employers reported using various types of pre-hire assessments as displayed in diagram 2.22, with the most common being job-based personality tests (20.93%).

DIAGRAM 2.22 | PRE-HIRE ASSESSMENTS

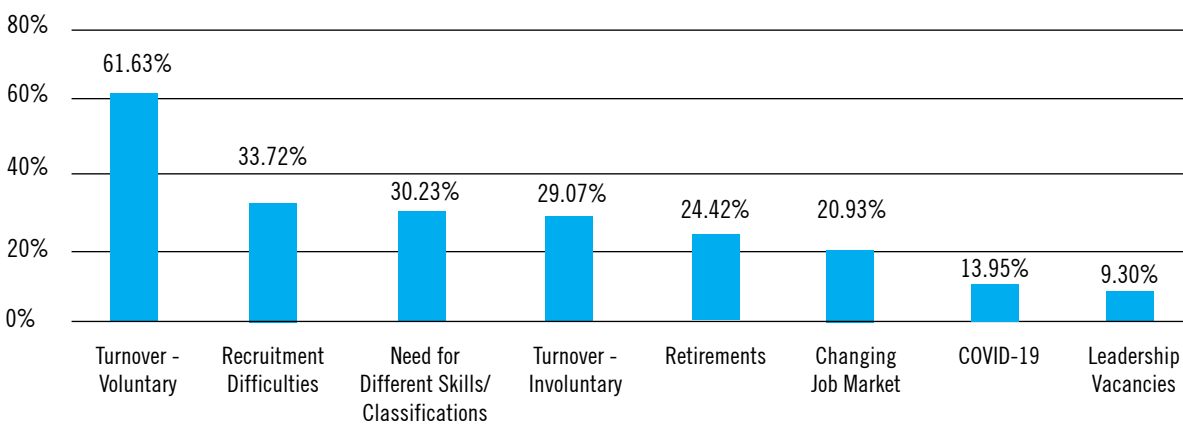


*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Organization Planning Needs

Workforce planning strategies can be influenced by a variety of needs. Voluntary turnover (61.63%) was the most common factor, followed by recruitment difficulties (33.72%), and need for different skills/classification (both 30.23%). Diagram 2.23 illustrates various factors affecting workforce planning needs.

DIAGRAM 2.23 | SIGNIFICANT FACTORS INFLUENCING WORKFORCE PLANNING NEEDS

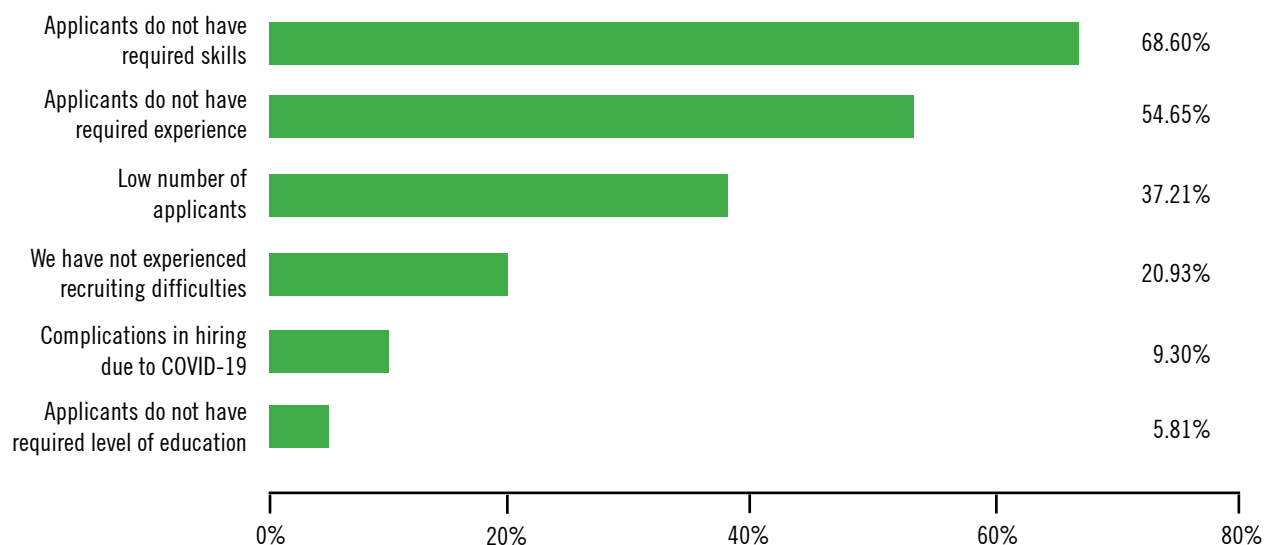


*5.81% said "Other"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Companies noted that finding applicants with the required skills was the top reason for their recruiting difficulties (68.60%). In addition, companies noted that applicants not having the required experience also attributed to recruiting difficulties. See Diagram 2.24 for the complete list.

DIAGRAM 2.24 | REASON FOR RECRUITING DIFFICULTY



*3.49% said "Other"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Sales staff was once again noted as the most difficult level of role to recruit (41.86%). Notably, hourly staff were also mentioned as a common role that is difficult to fill. See Diagram 2.25 for a complete lookback.

DIAGRAM 2.25 | LEVEL OF ROLES THAT ARE DIFFICULT TO RECRUIT FOR

	2015	2016	2017	2018	2019	2020
Executive	31.91%	31.48%	23.40%	29.63%	21.43%	16.28%
Hourly/Non-Exempt Staff	29.79%	37.04%	34.04%	46.30%	38.57%	25.58%
Middle Management	38.30%	40.47%	34.04%	51.83%	32.86%	41.86%
Salaried/Exempt Staff	12.77%	12.96%	2.13%	3.70%	7.14%	19.77%
Sales Staff	23.40%	27.78%	31.91%	18.52%	27.14%	33.72%
No roles are difficult to recruit	44.68%	44.44%	42.55%	53.70%	38.57%	13.95%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Diagram 2.26 shows that the sales roles were also noted as the most difficult type of role to recruit (46.51%).

DIAGRAM 2.26 | TYPES OF ROLE THAT ARE DIFFICULT TO RECRUIT FOR

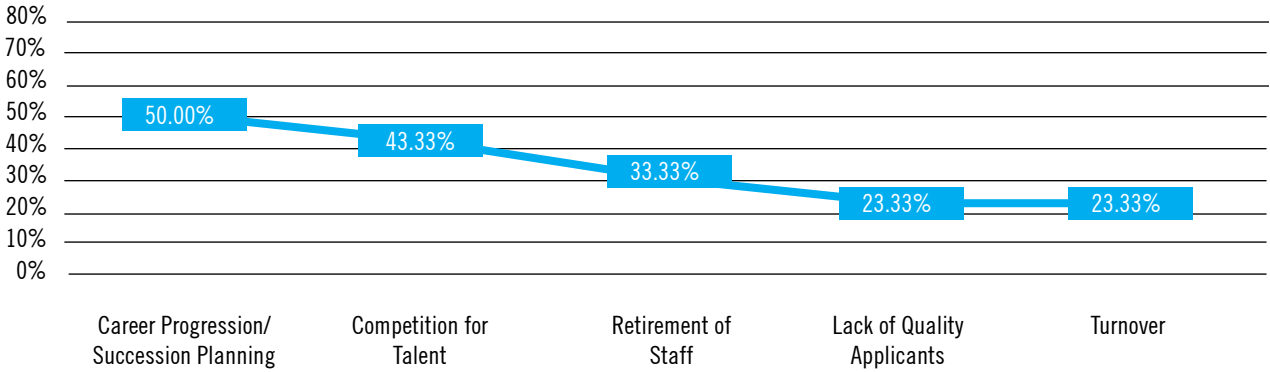
	2015	2016	2017	2018	2019	2020
Sales	44.68%	46.30%	46.81%	51.85%	45.71%	46.51%
Technical	53.19%	55.56%	44.68%	25.93%	45.71%	33.72%
Hourly	25.53%	16.67%	21.28%	31.48%	22.86%	27.91%
General Management	21.28%	24.07%	19.15%	29.63%	18.57%	9.30%
Marketing	12.77%	9.26%	8.51%	14.81%	12.86%	6.98%
Finance & Accounting	6.38%	18.52%	8.51%	12.96%	12.86%	10.47%
No roles are difficult to recruit	6.38%	9.26%	4.26%	1.85%	7.14%	13.95%
Other	6.38%	3.70%	14.89%	7.41%	15.71%	6.98%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

College & University Recruiting

Within the next 1 to 5 years, 34.88% of companies plan to do more graduate recruitment. The driving factor behind increased graduate recruitment was career progression/succession planning (50.00%), competition for talent (43.33%), retirement of staff (33.33%), followed by lack of quality applicants and turnover (23.33%).

DIAGRAM 2.27 | DRIVING FACTORS BEHIND INCREASED GRADUATE RECRUITMENT



*3.33% said "no response."

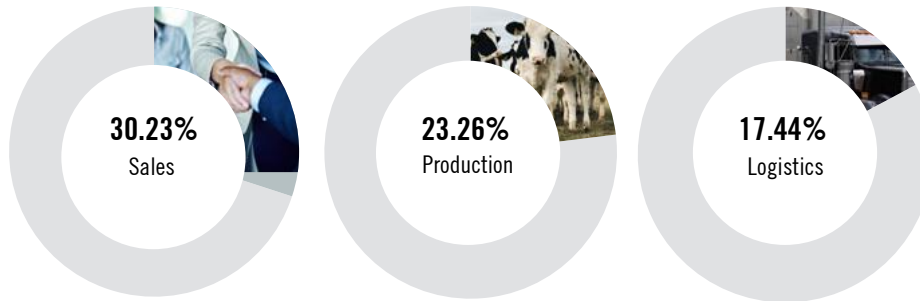
**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

New Graduate Hires

Companies reported various degree requirements. Participating companies were mostly looking for candidates with a university degree (70.93%), a college diploma (55.81%), or a high school diploma (48.84%).

Sales (30.23%) and production (23.26%) are the most sought-after roles for new graduates in the next twelve months according to employers. Diagram 2.28 shows the next top methods.

DIAGRAM 2.28 | TOP AREAS NEW GRADUATES EXPECTED TO FILL IN NEXT YEAR

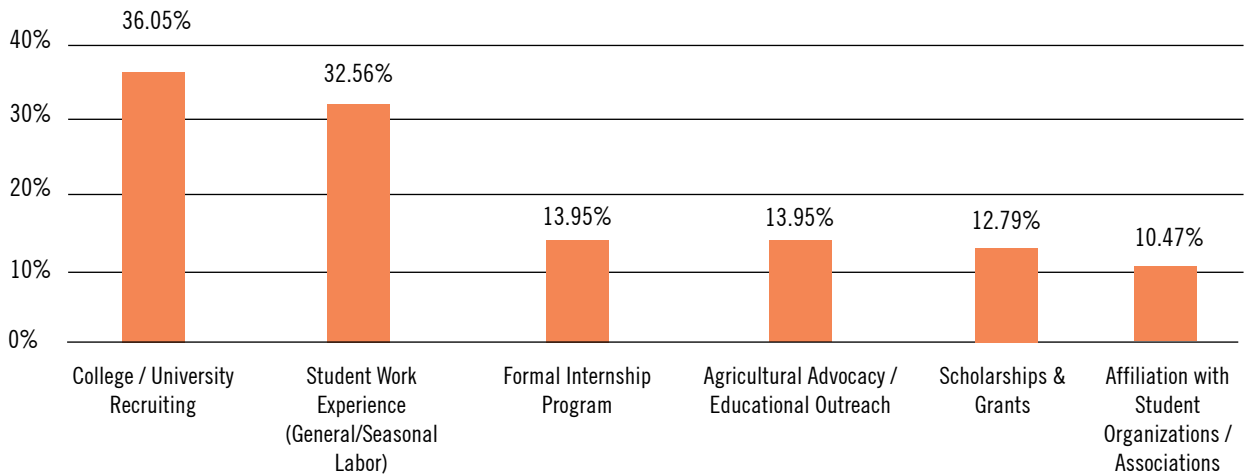


*36.05% said "no response"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

To attract new graduates, 36.05% used college/university recruiting and 32.56% use student work experience (general/seasonal labor).

DIAGRAM 2.29 | TOP 6 METHODS TO ATTRACT NEW GRADUATES



*39.53% said "no response."

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Retirement Trends

Most participants anticipate between 1% and 5% of the workforce to retire within the next 1 to 5 years (45.35%). More figures can be seen in Diagram 2.30.

DIAGRAM 2.30 | RETIREMENT TRENDS

	2015	2016	2017	2018	2019	2020
0%	8.51%	16.67%	8.51%	9.26%	20.00%	19.77%
1-5%	55.32%	55.56%	57.45%	62.96%	45.71%	45.35%
6-10%	21.28%	14.81%	21.28%	18.52%	11.43%	15.12%
11-15%	4.26%	5.56%	2.13%	5.56%	10.00%	8.14%
16-20%	10.64%	3.70%	4.26%	1.85%	2.86%	1.16%
More than 20%	0.00%	3.70%	6.38%	0.00%	1.43%	2.33%
No Response	0.00%	0.00%	0.00%	1.85%	8.57%	8.14%

9. EMPLOYER BRANDING STRATEGY

Branding Strategy

22.09% of responding companies have implemented an employer branding strategy. 62.79% have not implemented one and 15.12% plan to implement one soon.

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